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# BUSINESS ENGLISH

By:  
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Rini Anggraini



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## FOREWORD

The business community, a stimulus for the country's economic growth, is expanding rapidly in present day Indonesia. In the last three decades, the proliferation of the service sector denotes the diversification of the country's business community, leading to a shift from a mainly agrarian and natural resource based economy to a service based economy. As well, in the light of trade liberalization and Indonesia's need for national security and political stability, the Government of Indonesia is advocating for the growth of manufacturing businesses and the development of small and medium enterprises (SMEs). Resilience becomes a focal concern in many of the nation's businesses. The adoption of sound business practices that are both socially viable and environmentally responsible becomes the rule, whereas increased adaptive management capacity is not only associated with incorporating local and regional demands, but also associated with international security and the volatility of the global financial market. Businesses have had to deal with cross border risks and threats that are both dynamic and require the constant restructuring of its corporate governance edifice.

Central to promoting corporate resilience is the human resources that are available. Sound human resources that are ethically benign, highly knowledgeable and strongly competent become the key in bridging the gap towards a more resilient entity. Communication skills, persuasion skills and diplomacy and negotiation skills all make up the major components of the required competence for establishing sound human resources within business corporations. The proficient use of the English language is also an important part of the competence that is required. This book provides a comprehensive approach to learning '*Business English*' in an enjoyable, step by step manner. Combining English language teaching with a fun and light approach, this book aims to equip learners with the ability to communicate, persuade and negotiate in English through dialogues, role plays and simulations in real live business settings. This book also aims to familiarize learners with various types of business correspondence (e.g. business letters) used in business writing. We hope you enjoy this book.

Happy Learning ☺

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# 1

## INTRODUCTION AND SMALLTALK

### 0 Introducing Yourself

Study the following dialogue

- Mary Jane : Can I introduce myself? My name is Mary Jane.  
John Smith : How do you do. I'm John Smith.  
Mary Jane. : Pleased to meet you, Mr. Smith. So, what do you do for a living?  
John Smith : I'm a film producer.  
Mary Jane. : Really? That sounds interesting.

Introduce yourself to the person next to you in a similar way. Use your real name and job.



## 2 Introducing Other People

Complete the dialogue between host, colleague and visitor.

Complete the dialogue between host, colleague and visitor.

- George : Mary, I'd like \_\_\_\_\_ meet Miles Henderson from Goldman Ltd.
- Mary Jane. : How do you do, Mr. Henderson?
- Miles Henderson : Pleased \_\_\_\_\_ you. So what do you do here?
- Mary Jane. : I'm \_\_\_\_\_ charge \_\_\_\_\_ our HR department. And you?
- Miles Henderson : I'm responsible \_\_\_\_\_ sales and marketing.
- George : Is \_\_\_\_\_ your first visit \_\_\_\_\_ Boston, Mr. Henderson?
- Miles Henderson : No, actually, I've been here four times already.
- George : Really? On holiday or business?
- Miles Henderson : Mostly business.
- Mary Jane. : How long \_\_\_\_\_ for your company?
- Miles Henderson : Oh, I've been with Goldman for almost five years now. How about you? When did you \_\_\_\_\_ your company?
- Mary Jane : I started working for WTC about 10 years ago.

## 3 Useful Expressions

Look at the following expressions from the dialogues. Put each expression in the correct category below.

Can I introduce myself? My name is ...  
How long have you been working for ...?  
I'm in charge of ...  
Is this your first visit to ...?  
Really?  
What do you do for a living?

How do you do.  
I'd like you to meet ...  
I'm responsible for ...  
Pleased to meet you.  
That sounds interesting.  
When did you join your company?

Introducing yourself : \_\_\_\_\_  
Greeting somebody : \_\_\_\_\_  
Introducing a colleague : \_\_\_\_\_  
Making small talk : \_\_\_\_\_  
Talking about your job : \_\_\_\_\_  
Showing interest : \_\_\_\_\_

## 4 Small Talk

When you meet someone for the first time, you usually make 'small talk' to get to know the person better. Match the questions below on the left with the replies on the right. Listen to check your answers.

1. How was the weather in Madrid?
2. How long are you here for?
3. What do you think of our city?
4. How long have you been in Boston?
5. Did you have a good trip?

- a. Actually, the flight was delayed by 4 hours because of fog. Then we were stuck in traffic for another 3 hours!
- b. Just two days. I arrived on Monday.
- c. Nice and sunny.
- d. So far, very impressive.
- e. Until the end of the week

## Introduction to Business Letter

### Four Considerations of a Business Letter

The four areas you must take into consideration for each business letter are listed below.

If you do not consider each one of them, your letter will be ineffective.

1. Subject
2. Audience
3. Purpose
4. Style/Organization

The first three areas dictate the content, direction and emphasis of the letter.

1. Know WHAT you're writing about — SUBJECT.
2. Know WHO you're writing for — AUDIENCE.
3. Know WHY you're writing — PURPOSE.

Now you are ready to be concerned with HOW you are going to write the letter. The first three areas can be determined in a matter of minutes if you are familiar with the ideas that need to be communicated. The fourth area — style and organization — takes more time.

## Parts of a Business Letter

There are many parts to the business letter—some required, some optional. The parts of the business letter follow:

1. Letterhead or Heading
2. Date
3. File Number (optional)
4. Confidential (optional)
5. Inside Address
6. Attention Line (optional)
7. Salutation (optional)
8. Subject Line (optional)
9. Body of the Letter
10. Complimentary Close (optional)
11. Signature

12. Added Information (optional)
13. Postscript (optional)
14. Mailing Instructions (optional)

### Letterhead

Most business letters originating from a firm are written on the firm's letterhead. If you are writing a personal business letter or your firm does not use letterhead, then you need to include your firm's address in the heading (see Chapter 3 for the various formats).

### Date

When you are using a heading instead of letterhead, place the date on the first line and the address on the subsequent lines as follows:

September 9, 20XX

359 Longview Road

Mt. Vernon, IL 65676

Note:

The standard dateline in the U.S.

is month/day/year:

(March 15, 20XX).

In Europe, however, the most widely used format is

day/month/year:

(15 March 20XX).

This should be the date the letter is written (see Chapter 3 for placement in the various formats). Be sure to write out the month and to include both the date and year for adequate reference.

### File Number

On occasion, you may wish to include the file number of the project, case or order that the letter refers to. The file number should be physically separated from the date by two spaces and from the part that follows (Confidential or Inside Address) by two spaces.

### Confidential

Use this word when the person to whom the letter is addressed is the only one who should read the letter. Physically separate the word from the rest of the letter by two lines. To assure confidentiality, include the word "Confidential" on the envelope.

### Inside Address

This should include the name of the person you are writing to, the person's title (if available), the name of the firm and the firm's address.

### Attention Line

This is used when you do not know the name of the person you are writing to and the letter is addressed to the firm.

For example, the attention line may say, "Attention: Head of Accounting." It may also be used when you know the name of the person you are writing to but are unsure of the title. The attention line may say, "Attention: Customer Service," thus indicating to the person receiving the letter that the letter also needs to be routed to the customer service department. Another way of doing this is to use the attention line and send copies of the letter to the appropriate department.

### Salutation

The salutation is used in all formats (see Chapter 3) except the Simplified Letter and the Memo. The following are salutations used in American business letters.

- *Dear Sir*
- *Dear Madam* (May be followed by title, such as *Dear Madam Chairperson.*)
- *Gentlemen*
- *Ladies*
- *Dear Mr. Bryan*
- *Dear Ms. Gray*
- *Ladies and Gentlemen*
- *Dear Personnel Director* (a gender-free title)
- *To Whom It May Concern* or *TO WHOM IT MAY*

### Subject Line

The subject line is most commonly used in the Simplified Letter. It announces the subject of the letter and provides a summary of your intent.

### Body of the Letter

This is where you make requests, provide information or reasons, or reply to someone. It is the main part of the business letter.

### Complimentary Close

This varies in formality and is found in all business letters with the exception of the Simplified Letter and the Memo. The following complimentary closes are in order of decreasing formality:

- *Very truly yours,*
- *Respectfully,*
- *Sincerely yours,*
- *Cordially,*
- *Sincerely,*

The most appropriate, in general situations, is the last.

### Signature

There should be four lines between the complimentary close (or the body in the Simplified Letter) and your typed name so there is room for your signature.

### Additional Information

If needed, this consists of the sender's initials in capital letters followed by a colon, followed by the typist's initials in small letters. You may also find the abbreviations "Enc." for enclosure and "cc:" or "xc:" for copies sent, followed by names of persons receiving the copies.

### Postscript

The "P.S." highlights additional information that might have been placed in the letter but for some reason was not. Often used in sales, promotional or personal letters, the postscript can emphasize a request for action or consideration. It is often the first thing the recipient reads. Use it to entice or motivate your reader. Postscripts are especially effective in sales or form letters.

### Mailing Instructions

Use these to give the reader deadlines or pertinent information on mailing a reply. As you look through the major formats, it's obvious that many of the parts listed above are not necessarily used in routine business correspondence. However, it helps to be aware of all of them in case you need to use any of them.



<p style="text-align: center;"><b>Capital Supplies</b> 8995 Camden Rd. • Williamsburg, WI 094</p> <p>October 2, 20XX</p> <p>Lance Smith, Director Terrance Trucking P.O. Box 4440 Houston, TX 34598-4440</p> <p>Dear Mr. Smith:</p> <p>Thank you for your conscientious service. All 15 of your last shipments have arrived undamaged. We have never contracted with a supplier with as fine a record as yours. We appreciate the extra effort it takes to ship our order intact and on time.</p> <p>Ted McCracken and Bob Smiley have delivered these shipments to our loading dock supervisor. I have attached copies of logs for your review. Note that the unloading time is approximately half of that from other shippers for a similar load. Ted and Bob frequently help our crew unload the crates. This additional service always comes with an exchange of jokes. Our crew collects laughs to compete with your drivers!</p> <p>Doing business with your organization is a pleasure. You save us money by eliminating shipping waste and time by providing efficient drivers. Please accept the enclosed certificates of merit to Terrance Trucking, Ted and Bob, with our appreciation. We are confident in referring our customers and vendors to Terrance Trucking for their shipping needs.</p> <p>Sincerely, Clara Regina Enc. (10)</p>	<p><i>State Your Purpose</i></p> <p><i>Explain What You Want to Happen or Explain the Information You Have</i></p> <p><i>Request a Dated Action, Conclude, Thank the Reader</i></p>
--	---

## 2 Study Some more Expressions For Describing a Company

### Competitors

Our main competitors are...

### Customers/clients

Products: Our main customers are/include.....

Services: Our main clients are/include.....

### Products

We produce/manufacture .....

### Services

We provide/offer...

Now describe your company, providing information about head office location, products/services, number of employees, customers/clients, competitors, financial information.

## 3 Complete the Sentences With the Words From the Table Below

charge	enjoy	find	job	most	
part	quite	responsibilities	responsible	what	

- I'm \_\_\_\_\_ for cash flow/credit contro /managing projects.
- I'm in \_\_\_\_\_ of developing the company's long-term strategy.
- My \_\_\_\_\_ include recruiting new employees and organizing training for company staff.
- It's also my \_\_\_\_\_ to improve the company's working conditions.
- On the whole , \_\_\_\_\_ I my work.
- What I like \_\_\_\_\_ about my work is the respons'bility, the challenge and of course the salary.
- I \_\_\_\_\_ my work very interesting.
- One task I don't \_\_\_\_\_ like is chasing money from late payers.
- The \_\_\_\_\_ I don't really like is the long hours.
- I don't like so much is when I have to deal with a difficult employee.

## Format of a Business Letter (1)

The six forms of business letters most commonly used are:

- Block
- Modified Block
- Modified Semi-Block
- Hanging Indented
- Simplified
- Memo

### Block

The Block format is by far the simplest. Every part of the letter starts at the left margin, with spaces between each part. It has a professional look to it. The order for the parts of the letter are date, file number, inside address, attention line, salutation, subject line, body, complimentary close, signature, typed name and additional information.

Italics Unlimited 231 W. 40th Street • Camden, NJ 08618 • (623) 555-2678 August 10, 20XX XXX Terry Lancaster Capital Supply 657 Minden Ct. Des Moines, Iowa 54687 Attention: President of Capital Supply	<i>Letterhead</i>
Dear Mr. Lancaster: Subject: XXXXXXXX	<i>Date (2-3 spaces)</i>
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXX	<i>File Number</i>
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXX	<i>Inside Address (2-3 spaces)</i>
Sincerely,	<i>Attention Line (2-3 spaces)</i>
Signature Joan McAllister JFM:eer P.S. XXXXXXXX XXXXXXXXXX	<i>Salutation (2-3 spaces)</i>
	<i>Subject Line</i>
	<i>Body (2 spaces between paragraphs)</i>
	<i>Complimentary Close (4 spaces for signature)</i>
	<i>Signature Typed Name (2-3 spaces)</i>
	<i>Additional Information</i>
	<i>Postscript Mailing Instructions</i>

## Modified Block

Like the Block, the Modified Block has the advantage of separating paragraphs so that each one stands out. The spacing between sections remains the same as in the Block. The date, signature and closing are placed to the right, thus allowing them to stand out. The complimentary close and the signature are aligned and placed near the center of the letter, two spaces below the last.

<p><b>Italics Unlimited</b> 231 W. 40th Street • Camden, NJ 08618 • (623) 555-2678 August 10, 20XX</p> <p>Terry Lancaster Capital Supply 657 Minden Ct. Des Moines, Iowa 54687</p> <p>Dear Mr. Lancaster:</p> <p>XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXX</p> <p>XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXX</p> <p>Sincerely,</p> <p>Signature Joan McAllister</p> <p>JFM:eer</p>	<p><b>Letterhead</b></p> <p><b>Date (right of center)</b></p> <p><b>Inside Address (left margin)</b></p> <p><b>Salutation (2-3 spaces)</b></p> <p><b>Body (left margin with 2 spaces between paragraphs)</b></p> <p><b>Complimentary Close (right of center)</b> <b>Signature (right of center)</b> <b>Typed Name</b></p> <p><b>Additional Information (left margin)</b></p>
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## Modified Semi-Block

You will recognize the Modified Semi-Block as the format most commonly taught as "the business letter." It is the same as the Modified Block except that the paragraphs are indented five spaces. All spacing remains the same.

<p><b>Italics Unlimited</b> 231 W. 40th Street • Camden, NJ 08618 • (623) 555-2678</p> <p>August 10, 20XX</p> <p>Terry Lancaster Capital Supply 657 Minden Ct. Des Moines, Iowa 54687</p> <p>Dear Mr. Lancaster:</p> <p>XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXX</p> <p>XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXX</p> <p>Sincerely,</p> <p>Signature Joan McAllister</p> <p>JFM:eer</p>	<p><b>Letterhead</b></p> <p><b>Date (right of center)</b></p> <p><b>Inside Address (left margin)</b></p> <p><b>Salutation</b></p> <p><b>Body (indent paragraphs 5 spaces and separate paragraphs with 2 spaces)</b></p> <p><b>Complimentary Close (right of center)</b></p> <p><b>Signature (right of center)</b> <b>Typed Name (right of center)</b></p> <p><b>Additional Information (left margin)</b></p>
--	--

# 3

## TELEPHONING



### 0 Warm-up

Do you need to make or receive a lot of calls in English in your work? Who do you talk to?  
What typical communication problems do you have?

### 2 Telephone phrases

Match the two columns to form telephone phrases. Put 'S' (start a call) or 'E' (end a call) next to each expression.

1. make
2. hang
3. put the phone
4. dial
5. give someone
6. answer
7. put someone

- a. a number
- b. a phone call
- c. a ring
- d. down
- e. the phone
- f. through (to someone)
- g. up

Now complete the following questions with the phrases above:

1. Have you ever ..... on someone who was being rude?
2. Do you need to ..... a lot of in your job?
3. Do you always ..... when it rings?
4. When was the last time you ..... the wrong .....?
5. Who was the last person ..... to you?
6. Have you ever had to wait more than five minutes for an operator to you to ..... someone?

In pairs, ask and answer the questions.

### 2 Starting a call

Listen and complete the following extracts from six telephone conversations.

#### Dialogue 1

- Maria Gomez : Good morning, Simtech Ltd. How may I help you? (1)  
Daniel Goldman : Good morning, ..... the sales department, please? (2)  
Maria Gomez : Certainly, sir. One moment, please.

#### Dialogue 2

- Susan Clarke : ..... Susan Clarke. .... Xcel Systems. (3)  
..... Miles Henderson, please. (4)  
Simtech employee : Certainly. Just a moment.

#### Dialogue 3

- Miles Henderson : Hello, ..... Anthony Smart, please? (5)  
Anthony Smart : Speaking.  
Miles Henderson : Oh, hi Anthony, ..... Miles. (6) ..... tomorrow's meeting. (7)

#### Dialogue 4

- Susan Clarke : ....., Susan Clarke ..... (8)  
Maria Gomez : Hi Susan, Maria ..... (9) ..... confirm our meeting tomorrow. (10)



### Dialogue 5

Miles Henderson : Hello.  
Mike Smith : Hello, \_\_\_\_\_ Peter \_\_\_\_\_? (11)  
Miles Henderson : I'm sorry, there's no one here called Peter.  
Mike Smith : \_\_\_\_\_ 27453010? (12)  
Miles Henderson : No, it's 27453011  
Mike Smith : Oh sorry, it looks like I dialed the wrong number.

### Dialogue 6

Paul Groves : Accounts department.  
Maria Gomez : Hello, \_\_\_\_\_ Maria Gomez \_\_\_\_\_ Simtech Ltd.  
(13) \_\_\_\_\_ we haven't received any payment for the last  
invoice we sent you. (14)

Now put the expressions into the following categories:

Answering the phone : \_\_\_\_\_  
Introducing yourself to the receiver (formal) : \_\_\_\_\_  
Introducing yourself to the receiver (informal) : \_\_\_\_\_  
Asking to speak to somebody : \_\_\_\_\_  
Checking the number : \_\_\_\_\_  
Stating the reason for the call : \_\_\_\_\_

### ④ Role Play

In pairs, role-play the following situations. Take turns to be the caller and receiver:

1. Caller: John Smith, TDI Ltd., Receiver: receptionist, Micro Global  
Purpose of call: you want to speak to someone in the marketing department
2. Caller: Dominic Price, Receiver: Franco De Angelo, sales department  
Purpose of call: you need to speak to Mr. Gomez about a product order
3. Caller: your own name, position, Receiver: Jack Jones (telephone number: 963128743).  
Purpose of call: you want to speak to Anna Carlton (telephone number: 963128744)
4. Caller: Jan Kowalski, Receiver: Jane Williams  
Purpose of call: you want to ask how her interview went
5. Caller: your own name, position, Receiver: David Shultz  
Purpose of call: you want to know the date of a conference

### ⑤ Ending a call

Listen to the five short telephone dialogues. What was the likely topic of each telephone conversation?

Write 1-5 next to the following topics:

1. Arranging a meeting (informal)
2. Arranging a meeting (formal)
3. Enquiring about a product
4. Chatting about something
5. Making a complaint

Now complete the dialogues:

#### Dialogue 1

Anthony Smart: Ok, \_\_\_\_\_ 1. I look forward to seeing you on Tuesday.  
\_\_\_\_\_ 2 if you have any problems.

Daniel Goldman: Fine. \_\_\_\_\_ 3 to your boss.

Anthony Smart: 4. \_\_\_\_\_ Goodbye.

Daniel Goldman: Goodbye.

#### Dialogue 2

Maria Gomez: So, \_\_\_\_\_ 5 all your help.

Susan Clarke: Not at all. \_\_\_\_\_ 6. Goodbye.

#### Dialogue 3

Daniel Goldman: So, \_\_\_\_\_ 7 next Monday.

Miles Henderson: Great. \_\_\_\_\_ 8.

#### Dialogue 4

Anthony Smart: Anyway, \_\_\_\_\_ 9. I know you have a lot of work to do.

Susan Clarke: OK Anthony, it was good talking to you again. \_\_\_\_\_ 10. Bye.

#### Dialogue 5

Susan Clarke: I apologize once again. \_\_\_\_\_ 11 we can be of any further help.

Maria Gomez: Right, \_\_\_\_\_ 12. Goodbye, then.

Susan Clarke: Goodbye.

## 6 Role Play

In pairs, practice ending the following telephone conversations:

1. You have arranged to meet a friend at 7pm on Friday.
2. You have solved a difficult problem for one of your customers.
3. You have been chatting with a friend who is now very busy.
4. You have called a potential supplier to enquire about their products.

### Format of a business Letter (2)

#### Simplified

This is useful when you do not know the title of the person you are writing to or when you are writing to a company, government agency or organization. It eliminates the courtesy titles (Mr., Mrs., Ms., Dr.), the salutations and the complimentary close. The focus of the letter is on the body and what is to be said. The spacing is the same as the Block format.

<b>Italics Unlimited</b> 231 W. 40th Street • Camden, NJ 08618 • (623) 555-2678	<b>Letterhead</b>
August 10, 20XX	<b>Date</b>
Terry Lancaster Capital Supply 657 Minden Ct. Des Moines, Iowa 54687	<b>Inside Address</b>
<b>SUBJECT: PRINTING SUPPLIES</b>	<b>Subject of Letter</b> (highlight this summary line with capitalization, bold face or underlining)
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	<b>Body</b> (2 spaces between paragraphs)
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXX	
<b>Signature</b> Joan McAllister JFM:eer	<b>Signature</b> <b>Typed Name</b> <b>Additional Information</b>

### Hanging Indented

On occasion you will see this form but, for all practical purposes, it is seldom used. Its main advantage is that it calls attention to the body and each of the paragraphs. Spacing between the lines and sections is the same as in previous examples.

<b>Italics Unlimited</b> 231 W. 40th Street • Camden, NJ 08618 • (623) 555-2678	<b>Letterhead</b>
August 10, 20XX	<b>Date (right of center)</b>
Terry Lancaster Capital Supply 657 Minden Ct. Des Moines, Iowa 54687	<b>Inside Address</b> (2-3 spaces)
Dear Mr. Lancaster:	<b>Salutation</b>
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXX	<b>Body</b> (indent second and subsequent lines in each paragraph)
Sincerely,	<b>Complimentary Close</b> (right of center)
<b>Signature</b> Joan McAllister	<b>Signature</b> (right of center) <b>Typed Name</b> (right of center)
JFM:eer	<b>Additional Information</b> (left margin)

A sixth form of letter is the Memo. Though used primarily as an interoffice communication, it is occasionally used as a business letter format. The top of the Memo indicates the date, the name(s) of the recipient(s), the name(s) of the sender(s) and the subject. The abbreviation "RE" is sometimes used instead of "Subject." This information is placed at the left margin. The body of the Memo is in Block form. A signature and additional information are optional. The signature is often placed near the center with the additional information at the left margin.

<b>MEMORANDUM</b>	<i>Memo Information (2-3 spaces)</i>
Date: August 10, 20XX To: Terry Lancaster From: Joan McAllister  Subject: Printing Supplies	
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXX	<i>Body (single-spaced lines, 2 spaces between paragraphs)</i>
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXX	
<i>Signature</i>	<i>Signature (2-3 spaces)</i>
Joan McAllister	<i>Typed Name</i>
JFM:eer cc: Ted Kapstein, Marsha Little	<i>Additional Information (left margin)</i>

# 4

## THE CAREER LADDER

### 0 Job titles

In pairs, put the following job titles in the correct category below. Which of the titles are usually only used in US companies?

- ❖ HR director
- ❖ HR specialist
- ❖ chairman
- ❖ chief executive officer (CEO)
- ❖ chief financial officer (CFO)
- ❖ consultant
- ❖ customer relations specialist
- ❖ head of marketing
- ❖ junior accountant
- ❖ marketing manager
- ❖ plant manager
- ❖ sales manager
- ❖ sales representative
- ❖ systems administrator
- ❖ vice president (VP)



Top management :

Middle management :

Back-office staff :

Front-line staff :

Work in pairs. Write down the names of five people in your company who work at different levels in your organization. Show them to your partner and ask and answer questions about their positions, e.g.

"Who is Paul Smith?" "He's our CEO."

One-to-one: Name some positions in your company for each category.

### ② Career Paths

Put the following sentences about Mark's career into the correct order:

- After a successful interview at Chemotech plc, he was hired for the position. \_\_\_\_\_
- After graduating from university, Mark decided to apply for a job as a junior engineer. 1
- After nearly 20 years of running his own business, Mark decided to retire early. \_\_\_\_\_
- Chemotech ran into financial difficulties during the economic crisis, and Mark was laid off. \_\_\_\_\_
- Due to his extensive experience, he quickly got hired by another company as a chief engineer. \_\_\_\_\_
- He decided to become self-employed and start his own business as a consultant. \_\_\_\_\_
- Mark felt he needed a change in his life, so he decided to hand in his notice and start a new career. \_\_\_\_\_
- Mark worked diligently for several years and eventually got promoted to the position of senior engineer. \_\_\_\_\_

Put the expressions in bold next to their meaning below:

1. stop working: \_\_\_\_\_
2. no longer employed because the company has no money or work to offer: \_\_\_\_\_
3. employed: \_\_\_\_\_
4. working independently, not for an employer: \_\_\_\_\_
5. moved to a more senior position: \_\_\_\_\_
6. leave (his) job: \_\_\_\_\_
7. officially request work: \_\_\_\_\_
8. had money problems: \_\_\_\_\_

Work in pairs. Describe your career path so far or the career path of someone you know using the expressions above.

### ③ The Career Ladder

Study the following table.

Phrase with noun	Phrase with verb	Meaning
receive a promotion	get/be promoted	move up to a more senior position
receive a demotion	get/be demoted	move down to a more junior position
get the sack	get/be sacked	lose your job (because you did something wrong)
	get/be fired	lose your job (because you did something wrong)
receive a dismissal	get/be dismissed	lose your job (because you did something wrong)
	be made redundant	lose your job (but you did nothing wrong)
go into retirement	retire	stop working
hand in your resignation	resign	leave your job



In pairs, study the following situations and say what should happen in each case using the words and expressions from the table.

1. Paula has worked very well this year. As a result of her hard work, her company's profits have risen to a record level.
2. John has missed another day at work without an acceptable reason. He has been warned about his behavior several times already.
3. Sara's company is experiencing serious difficulties. They have lost several key clients, and there is little work for her to do now.
4. George was recently promoted to the position of chief accountant. However, his bosses have not been satisfied with his performance.
5. Paul is nearly 70 years old. He's run his business for over 40 years but he is now finding it difficult to focus on simple tasks.

### ④ Talking Point

Discuss any of the following questions:

1. When is it necessary to dismiss a worker?
2. Describe your company's organizational structure. Is it flat or hierarchical? How easy is it to 'climb the ladder'?



### Introducing a New Employee

This introduces a new staff member to the department.

MEMORANDUM	
<p>TO: Department Staff</p> <p>FROM: Janice</p> <p>Please welcome Susan James to ABC's marketing department. Susan will begin working with us on April 14 as staff assistant to Bill Baker — replacing Marge Williams.</p> <p>Susan has been with ABC for three years, greeting everyone from behind the front reception desk. Please help Susan by answering any questions she may have about the work in our department.</p> <p>Janice T.</p>	<p><i>Purpose Details</i></p> <p><i>Request</i></p>

## Giving Information

This memo informs employees of a change in the company medical insurance plan and gives information and a contact for information.

MEMORANDUM	
Date: September 18, 20XX To: All Employees From: Martha Landers, Office Manager Re: Change in Health Insurance Provider	
Beginning October 1, First Coverage will be the health insurance provider for our employees.	<i>Information</i>
Although few changes will occur as a result of our switching health insurance coverage, you should note that First Coverage designates certain medical professionals as "preferred providers." These individuals have agreed to accept predetermined fees for certain services. While our employees are free to choose their health-care provider, fees will generally be lower when using preferred providers. This will result in lower costs to you on services not covered in our policy or performed before individual deductions are met.	<i>Details</i>
Detailed insurance information will be distributed to all employees when our new policy becomes effective October 1. In the meantime, if you have any questions regarding this change, please contact me at ext. 432	<i>Contact Information</i>

# 5

## THE SALES MEETING

### ① Warm-Up

What attracts customers to your product/service rather than to your competitor?

### ② Unique Selling Points (USPs)

Put the following words and expressions in the correct categories below. More than one category per item is possible.

- ❖ 24-hour technical support
- ❖ a multinational brand
- ❖ able to meet customers' needs
- ❖ central
- ❖ convenient
- ❖ cost-effective
- ❖ durable
- ❖ guarantee
- ❖ handmade
- ❖ maintenance and servicing
- ❖ option to pay in installments
- ❖ quality control procedures
- ❖ reliable
- ❖ value for money
- ❖ well-established



Price:	
Customer service:	
Quality:	
Flexibility:	
Location:	
Credibility:	

Now complete the following sales pitch with words from above:

1. Our service is extremely \_\_\_\_\_. You will save a lot of time and money.
2. We are a \_\_\_\_\_ company with a long tradition of success.
3. Help is always at hand - we offer \_\_\_\_\_.
4. We offer a 2-year \_\_\_\_\_ for your peace of mind.
5. Our product is very \_\_\_\_\_ - you can use it for as long as 5 years without replacement.
6. You don't have to pay for everything at once we offer you the \_\_\_\_\_.
7. Our location is very \_\_\_\_\_. You won't need to travel too far.
8. If you have any particular requirements, don't worry - we are \_\_\_\_\_.

Which of the words above would you use to describe your product or service to a potential customer?

### ④ Successful Selling

Complete the following rules for making a good sales pitch:

*attention incentive needs objections solution testimonies touch*

1. Get the \_\_\_\_\_ of your prospect with a good opening statement.
2. Listen carefully to your prospect's \_\_\_\_\_.
3. Demonstrate that you have a \_\_\_\_\_.
4. Give \_\_\_\_\_ from other customers.
5. Listen to and answer the \_\_\_\_\_ that your prospect raises.
6. Provide an \_\_\_\_\_ to take action.
7. Stay in \_\_\_\_\_ with your customer after the sale.

Look at the following extracts from a sales meeting between a small retailer and a representative of a paper company. Which rule does each sentence relate to?

- a. Yes, you are right. It's true that we cannot compete with our competitor's prices, but what we can offer is quality customer service. \_\_\_\_\_
- b. I'm looking for a reliable supplier. Our last supplier went bankrupt. \_\_\_\_\_
- c. Well, in that case, we are the right company for you. We have been operating in the market for over 10 years and we are trusted by over 20 large retailers. \_\_\_\_\_
- d. Take a look at the references of some of our main customers. \_\_\_\_\_
- e. We offer the largest range of stationary products on the market. \_\_\_\_\_
- f. Since you are a first-time customer, I'd like to give you a 10% discount if you buy today. \_\_\_\_\_
- g. Are you pleased with your first order? Thank you again for your business. \_\_\_\_\_

### ④ Role Play

Practice a sales meeting with your partner. Change roles when you have finished.

Student A: Choose a product or service that you offer. Student B is your potential customer. Prepare for the sales meeting (your opening statement, your unique selling points, answers to possible objections, etc.)

Student B: You are interested in Student A's product/service. Prepare questions that you need to ask as well as your needs and possible objections that you may raise.

## Sales Letter to Client

A sales letter is used to introduce the contact and generate interest.

<p style="text-align: center;"><b>WAVERLEY HOTEL</b> 360 South Dearborn • Chicago, IL 60604</p> <p>August 15, 20XX</p> <p>Fred E. Sherman, Secretary The Paramount Institute P.O. Box 323 Orlando, FL 32822</p> <p>Dear Mr. Sherman:</p> <p>Just a note to introduce myself and to let you know of the Waverley Hotel's interest in the 20XX meeting plans of the Paramount Institute.</p> <p>The Waverley Hotel contains 674 newly redecorated guest rooms; this includes 12 double room suites. The hotel is located in the heart of Chicago, only 30 minutes from Midway airport. Our three four-star restaurants offer our guests variety in menu selection and atmosphere. Our 36,000 square feet of meeting and banquet space include the city's largest ballroom and the largest on-site exhibition hall. I have enclosed a complete schedule of our function space dimensions and capacities.</p> <p>Please stop by and see us if you are in our area — we would like the opportunity to show off our hotel. In the meantime, however, I will call your office next week to answer any questions you may have on the Waverley's facilities and to discuss how we may be of service to the Paramount Institute.</p> <p>Sincerely,</p> <p><i>Signature</i> Carol Brawn Director, Convention Services JS:drb Enc.</p>	<p><i>Reason for Letter</i></p> <p><i>Details</i></p> <p><i>Enclosure</i></p> <p><i>States Follow-up Plans Contact Information</i></p>
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## Follow-Up on Letter Sent

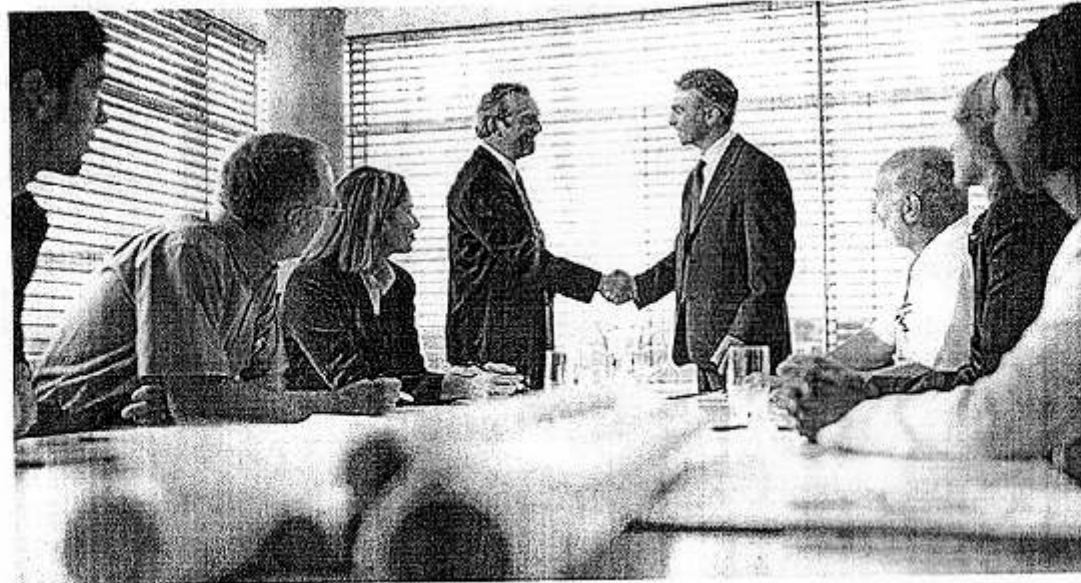
This letter asks the customer if he has received a letter.

<p style="text-align: center;"><b>Three W's</b> Box 231 • Medford, MO 64506</p> <p>December 1, 20XX</p> <p>Richard Patterson 789 Winterwood Lane St. Joseph, MO 64503</p> <p>Dear Mr. Patterson:</p> <p>On November 10, I sent you a letter describing our newest product. Did you receive the letter?</p> <p>I will be happy to answer any questions you may have and explain the unique features of Vu-More and its benefits to you.</p> <p>You are a valued customer. If there is any way that I can help you in making a decision, please call me at 800-555-1309.</p> <p>Sincerely,</p> <p><i>Signature</i></p> <p>Kay Lynne Overmeyer Sales Director</p> <p>KLO:pst</p>	<p><i>Reference</i></p> <p><i>Purpose</i></p> <p><i>Compliment Assistance Offer and Contact Information</i></p>
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# 6

## NEGOTIATIONS



### 0 Points of discussion

Complete the following dialogues with the words below:

delivery time      discount      minimum order      price      terms of payment

#### Dialogue 1

A: Our standard \_\_\_\_\_ 1 is \$50/unit.

B: Fine. Can you deliver within 30 days?

A: Sure, no problem.

#### Dialogue 2

A: We would like to order 1000 units.

B: I'm afraid that is too low. Our \_\_\_\_\_ 2 is 2000.

A: OK, we will be prepared to order 2000 if you give us a small \_\_\_\_\_ 3.

B: We could offer you \$2.5 per unit. How does that sound?

#### Dialogue 3

A: What are your \_\_\_\_\_ 4?

B: 20 days after delivery.

A: That is too strict for us. Other suppliers have offered us 30 days. Can you be more flexible?

B: OK, you can have 30 days.

#### Dialogue 4

A: What is your standard \_\_\_\_\_ 5?

B: About 3 weeks.

A: That's quite long. We would need about 2 weeks.

B: I'm afraid that's too short for us.

### 0 Negotiation Positions

Negotiations involve several strategies. Match the following expressions with their correct definition:

1. make a concession
2. reach an agreement

3. accept a proposal

4. reject a proposal

5. reach a compromise

- a. to agree to a suggestion
- b. to allow the other side to have something they want in order to end a disagreement
- c. to arrive at a position that both sides accept
- d. to arrive at a position where both sides reduce their demands in order to agree
- e. to refuse to agree to a suggestion

Now study the negotiations in Ex. 1 again and label each dialogue with the expressions above.

### 3 Talking point

Discuss any of the following questions:

1. Do you have a personal style of negotiating? Describe it.
2. Is negotiating tough in your line of business? What typical difficulties do you encounter?
3. Do different nationalities have different negotiation styles?
4. How important is it to be open and honest during negotiations?

### 4 Useful expressions

Complete the expressions below:

accept    agree    condition    deal    difficult    expecting    looking    move  
prepared    question    shouldn't    sign

#### PROPOSING

1. We could offer you...
2. We were \_\_\_\_\_ at...
3. What sort of delivery time were you \_\_\_\_\_?

#### REJECTING A PROPOSAL

4. I'm afraid that's not possible.
5. That would be very \_\_\_\_\_ for us because...

#### ACCEPTING A PROPOSAL

6. We can \_\_\_\_\_ on that.
7. OK, we can \_\_\_\_\_ that.
8. That \_\_\_\_\_ be a problem.

#### ASKING FOR A CONCESSION

9. That is possible, on \_\_\_\_\_ that you...
10. We would be \_\_\_\_\_ to offer you.... provided that you...

#### MOVING ON TO THE NEXT ISSUE

11. Now on to the \_\_\_\_\_ of...
12. OK, let's \_\_\_\_\_ on to the issue of...

#### CLOSING THE DEAL

13. OK, it's a \_\_\_\_\_
14. So if you are happy with everything, we can \_\_\_\_\_ the contract.

### 5 Role play

Practice the following simple negotiations with your partner, taking turns to be buyer and seller. Try to make concessions and reach a compromise on points of disagreement.

#### Negotiation 1

Buyer wants...	Seller wants...
Terms of payment 30 days	15 days
Delivery time 20 days	25 days
Discount 10%	5%
Minimum order 100 units	1000 units

#### Negotiation 2

Buyer wants...	Seller wants...
Terms of payment 30 days	30 days
Delivery time 15 days	30 days
Discount 15%	0%
Minimum order 1500 units	5000 units

## Notification

This letter is to notify the recipient that the bill is overdue.

Western Wear 2212 Boot Hill Rd. • Cheyenne, WY 82001	<i>Letterhead</i>
July 5, 20XX	<i>Date (2-3 spaces)</i>
Ted Wilson 515 Ramsey Ct. Laramie, WY 82063	<i>Inside Address (2-3 spaces)</i>
Dear Mr. Wilson:	<i>Salutation</i>
Thank you for shopping with us. You are a valued customer. We appreciate your business and know that you want to keep your account current with us.	<i>State the Concern</i>
On May 15, 20XX, you purchased merchandise worth \$319.04 from our store in Laramie. Your payment of \$100 is now overdue.	<i>State the Situation</i>
In the credit agreement you signed, you agreed to pay off your bill in three payments. The first payment of \$100 was due June 15, 20XX. Please send this amount now.	<i>Indicate Deadline</i>
Failure to pay on time may affect your ability to charge merchandise at our store. Thank you for your prompt attention.	<i>Indicate Consequences</i>
You may call me at 800-555-9875 if you have any questions or concerns. Your continued patronage is important to us.	<i>Indicate Contact Indicate Goodwill</i>
Sincerely,	<i>Complimentary Close</i>
<i>Signature</i>  Mary West Credit Manager MJW:cjl	<i>Signature</i>  <i>Typed Name</i> <i>Additional Information</i>

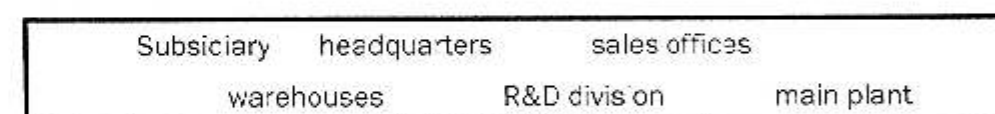
# 7

## GROWING THE COMPANY



### Parts of a Company

1. Do you think this quotation is true for all businesses?  
'I think that our fundamental believe is that for us growth is a way of life and we have to grow at all times.'
2. Read this entry from a company website and use these words to label the diagram.



3. What is the difference between the following words and phrases?

- a sales office and subsidiary
- a warehouse and a plant
- the headquarters and a division

### Growth Strategy

1. Find a synonym in the box for each of the underlined words.

Go public	sell off	set up	go out of business	expand
	take over	make redundant	shut down	

- We acquired Everforce Ltd in 2005.
- Our target is to grow the business by 15% each year.
- We created a subsidiary to sell after sales services.
- The company will be listed on the Stock Exchange next year.
- They went bankrupt last year.
- We laid 300 employees off in June.
- After a lot of discussion we decided to close the plant.
- We have divested our shares in the logistics company.

2. What is the difference between the following expressions?

- laying people off and firing them
- taking over a company and merging with it
- organic growth and non – organic growth

### Rejection of an Unsolicited Application

This letter is used to inform an applicant that there are no positions available at the present time for which she is qualified.

<p style="text-align: right;"><b>First National Bank</b> 223 Ames • Casper, WY 82676</p> <p>August 30, 20XX</p> <p>Kelly Flanders 1795 Whisper Lane, #3 Casper, WY 82676</p> <p>Dear Ms. Flancers:</p> <p>Your qualifications are impressive. Unfortunately, we are not presently hiring bank tellers.</p> <p>As you may know, we recently went through a major expansion. However, we have filled all of our bank teller positions and do not foresee any change in staff in the near future. We will, however, keep your application on file for one year should something arise.</p> <p>Thank you for your interest in First National. If you should have any questions, please call me.</p> <p>Sincerely,</p> <p><i>Signature</i> Hiram Scott Vice President, Human Resources</p> <p>HMS:a/d</p>		<p><i>Compliment</i> <i>Rejection</i></p> <p><i>Reason for Rejection</i></p> <p><i>Added Service</i></p> <p><i>Thank You</i></p>
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## Rejection of a Solicited Application

This letter is used to inform an applicant that the position for which she applied has been offered to someone else.

<p style="text-align: center;"><b>Morton Engineering</b> 3457 Randall St. N.E. • Armond, AR 72310</p> <p>January 25, 20XX K.J. Land 356 Denver University of Nebraska Lincoln, NE 68308</p> <p>Dear Ms. Land:</p> <p>Thank you for applying at Morton Engineering. I am sorry that we are unable to offer you the position of electrical engineer for which you recently interviewed.</p> <p>We have selected another person who has the type of experience we feel is necessary for the position. I enjoyed interviewing you and hope that you are successful in your employment search in the near future.</p> <p>If you should have any questions, please call me.</p> <p>Sincerely,</p> <p><i>Signature</i></p> <p>Hanna Westcott Personnel Director</p>	<p><i>Thank You Rejection</i></p> <p><i>Reason for Rejection Goodwill</i></p> <p><i>Contact Information</i></p>
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## Invitation for an Interview

Arrange appointment specifications for easy, quick visual access. This letter can set the tone for the actual interview.

<p style="text-align: center;"><b>HILL MULTI-MEDIA CORPORATION</b> 301 E. Armour Blvd. • Kansas City, MO 64111</p> <p>March 5, 20XX Kay E. Anders 7923 Noland Road Lenexa, KS 66215-2528</p> <p>Dear Ms. Anders:</p> <p>Thank you for your application for the position of communications director. We are pleased to invite you to be interviewed for the position. Your interview has been scheduled as follows:</p> <p>Date : March 17, 20XX Time : 11:15 a.m. Location : Conference Room A Second Floor (Northeast) Gillham Plaza Building 301 E. Armour Blvd. Kansas City, MO 64111 Parking : Underground area off Gillham Road</p> <p>You can expect to meet with the committee for 30 to 45 minutes. If you have any questions, please contact me at 816-555-6889.</p> <p>Again, thank you for your interest in the position.</p> <p>Sincerely,</p> <p><i>Signature</i></p> <p>Carol J. Kennedy Interim Director of Programs</p> <p>CJK:dmc</p>	<p><i>Acknowledgment Request</i></p> <p><i>Details</i></p> <p><i>Expectations Contact Information</i></p> <p><i>Thank You</i></p>
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# 8

## ETHICAL BUSINESS



### Warm-up

What do you understand by the term 'business ethics'? Can you think of any examples of ethical and unethical behaviour?

Your character is what you really are; your reputation is what people think of you. Thus, your reputation is purely a function of perceptions (i.e., do people think your intentions and actions are honorable and ethical) while your character is determined and defined by your actions (i.e., whether your actions are honorable and ethical according to the 12 ethical principles:

- |                    |  |
|--------------------|--|
| 1. HONESTY         | : Be honest in all communications and actions.                               |
| 2. INTEGRITY       | : Maintain personal integrity.   |
| 3. PROMISE-KEEPING | : Keep promises and fulfil commitments.                                      |
| 4. LOYALTY         | : Be loyal within the framework of other ethical principles.                 |
| 5. FAIRNESS        | : Strive to be fair and just in all dealings.                                |
| 6. CARING          | : Demonstrate compassion and a genuine concern for the well-being of others. |

- |                              |  |
|------------------------------|--|
| 7. RESPECT FOR OTHERS        | : Treat everyone with respect.   |
| 8. LAW ABIDING               | : Obey the law.  |
| 9. COMMITMENT TO EXCELLENCE. | : Pursue excellence all the time in all things.  |
| 10. LEADERSHIP               | : Exemplify honor and ethics.  |
| 11. REPUTATION AND MORALE    | : Build and protect and build the company's good reputation and the morale of its employees. |
| 12. ACCOUNTABILITY           | : Be accountable.  |

### Business ethics

Match the following words to their correct definition:

- |                 |  |
|-----------------|--|
| 1. ethical      | a. able to continue for a long time and causing little damage to the environment             |
| 2. fair trading | b. buying and selling products, making sure that the original producer receives a fair price |
| 3. co-operative | c. following accepted principles of right and wrong  |
| 4. sustainable  | d. jointly owned or managed by people who use its facilities or services                     |
| 5. equitable    | e. treating everyone the same way  |
| 6. exploit      | f. use someone or something unfairly for your own advantage                                  |

### Phrasal verbs

Match the following phrasal verbs from the text to their correct meaning.

- |                          |  |
|--------------------------|--|
| 1. tuck into something   | a. finally be in a particular place or situation         |
| 2. pack something in     | b. find something by chance                              |
| 3. come back             | c. leave   |
| 4. go off                | d. return  |
| 5. come across something | e. start eating something eagerly                        |
| 6. end up (somewhere)    | f. stop doing something (e.g. a regular activity or job) |

In pairs, answer the following questions:

1. When did you last come across something you thought you had lost?
2. Have you ever ended up in a difficult situation?
3. When was the last time you had to deal with a difficult situation?
4. When was the last time you tucked into something?

Study the following phrasal verbs and definitions and complete the sentences below.

**put sth off** : to arrange a meeting or event for a later time or date

**look into sth** : to examine the facts about a problem or situation

**get on with sb** : to like somebody and have a friendly relationship with him/her

**look sth up** : to try to find some information in a book, dictionary, encyclopedia, on a computer, etc.

**drop by** : to visit someone

**turn up** : to arrive or appear

**do sth up** : to renovate or redecorate a room or building

**come along** : If something is coming along, it is improving or making progress

**do without sth** : to manage without having something

**be in for sth** : to be about to experience something unpleasant

1. I'm afraid I can't make the meeting tomorrow. Can we .....it .....to next week?
2. Do you ..... your new colleagues?
3. I'm going to be at the cafe all afternoon, so ..... if you find some time.
4. He didn't ..... for the meeting this morning so we had to start without him.
5. The company Internet connection wasn't working, so we had to ..... email.
6. I'm sorry the goods you ordered haven't been delivered. I'll ..... it right away.
7. Your English is really ..... I've never heard you speak so well.
8. The office is in a bad state. We really need to ..... it .....
9. If you don't know what the word means, ..... it .....!
10. The financial crisis is going to hit our economy very soon. It looks like we .....a tough year!

## Discussion

Work in groups. What should you do in each of these situations?

1. The best-qualified person for the post of Sales Manager is female. However, your customers would prefer a man. If you appoint a woman you will probably lose some sales.
2. Your company has a new advertising campaign which stresses its honesty, fairness and ethical business behavior. It has factories in several countries where wages are very low. At present it is paying workers the local market rate.
3. A colleague working in a hospital has been making mistakes at work recently. This is because she has a serious illness. You are her friend and the only person at work who knows this. She has asked you to keep it a secret.



## Request for Appointment

This letter is used by the salesperson to set up appointments and to announce his schedule. Include an added service or an "extra effort" to encourage the recipient to see you later. It is an introductory letter and should be followed up with another letter or phone call.

<p><b>Carrington's</b> 38 E. 91st St. • Chicago, IL 60614</p>	<p><i>Letterhead</i></p>
<p>January 25, 20XX</p>	<p><i>Date</i></p>
<p>Linda Montgomery, Manager A-1 Cleaners 2903 Burreth St. Lincoln, NE 68506</p>	<p><i>Inside Address</i></p>
<p>Dear Ms. Montgomery:</p>	<p><i>Salutation</i></p>
<p>I will be in Lincoln on February 3 and would like to meet with you at your office to discuss cleaning supplies you may need in the second half of the year.</p>	<p><i>Request for Appointment</i></p>
<p>I have enclosed our latest catalog. Please note the items in yellow highlight. They are special values or new products that A-1 Cleaners will want to take advantage of now.</p>	<p><i>Added Service Benefit</i></p>
<p>I will contact you later this week to schedule an appointment. If you need to get in touch with me, call me at 800-555-9047. I look forward to talking with you. Thank you for your continued business.</p>	<p><i>Confirmation Contact Information Thank You</i></p>
<p>Sincerely yours,</p>	<p><i>Complimentary Close</i></p>
<p><i>Signature</i></p>	<p><i>Signature</i></p>
<p>Douglas James Sales Representative DNJ:llr Enc.</p>	<p><i>Typed Name Title Additional Information</i></p>

# 9

## CUSTOMER SERVICE



### Warm Up

1. Discuss a good and bad experience you have had of customer service when buying a product.
2. Was your impression of the product affected by the service?

### Complete the questionnaire by matching 1 – 7 to a – g

- |  |   |
|--|---|
| 1. What do you do to meet .....                      | a. Feedback about service from your customer?               |
| 2. What new procedure might help you to exceed ..... | b. Customer satisfaction and service quality?               |
| 3. In what ways do you measure .....                 | c. Existing customers to win new ones?                      |
| 4. Have you introduced .....                         | d. Your customers' expectations of the service you provide? |
| 5. Do you think it is easier to keep .....           | e. Customers to your competitors?                           |
| 6. How do you try and get .....                      | f. Your customers' needs and keep them satisfied?           |
| 7. How do you avoid losing .....                     |   |



### Invitation — Formal

This letter's formal language reflects the formality of the event. It requires a formal reply.

<p>Erskins and Co. 985 Washington • Boise, ID 83805 555-8800</p> <p>October 1, 20XX</p> <p>Carmen and Ted Schmitt 800 Lander Lane Meridian, ID 83642</p> <p>Dear Mr. and Mrs. Schmitt:</p> <p>You are cordially invited to a formal dinner in honor of Samuel Whitters on October 21, 20XX, at 8 p.m. at the Boise Hilton.</p> <p>Mrs. Schmitt, as you are an associate of Mr. Whitters, we would like you to speak briefly about his work in the lumber industry. If this is possible, please let me know within the next week.</p> <p>Please note that this is a black-tie event. RSVP with the names of those attending by October 14.</p> <p>Sincerely yours,</p> <p><i>Signature</i> John Randal III Chairman, Social Committee</p> <p>JKR:sat</p>	
	<p><i>Time, Date and Place of Event</i></p> <p><i>Request Deadline</i></p> <p><i>Requirements</i></p>

### Invitation — Informal

This letter is more informal and conversational in style. It may require a reply, but the reply may be oral or informally written.

<p>TeleWorld 1810 Ohio Ave. • Little Rock, AR 72293</p> <p>June 13, 20XX</p> <p>Ramona Jenkins 55 Tremont Little Rock, AR 72291</p> <p>Dear Ramona:</p> <p>The marketing department is having a surprise get-together next Thursday afternoon after work for the retirement of J.J. Small.</p> <p>Please bring a gag gift to send J.J. on her way to a happy retirement. We're asking each person to contribute \$5 for a legitimate retirement gift. Wanda Templeman is collecting.</p> <p>Let Wanda (ext. 233) know by Monday if you can make it, so she can order enough refreshments.</p> <p>Sincerely,</p> <p><i>Signature</i> Chuck Meyers Chairman, Social Committee</p> <p>CJM:eem</p>	
	<p><i>Time, Date and Place of Event</i></p> <p><i>Requests</i></p> <p><i>Requirements Deadline</i></p>

# 10

## ADVERTISING



### Warm-Up

Discuss the advertisements above.

1. Which do you like best? Why?
2. What kind of advertisement do you like?

What makes a good advertisement? Use some of the words below.

Clever	interesting	funny	inspiring	eye-catching
Powerful	humorous	shocking	informative	sexy

Do you think that the advertising practices described below are acceptable?

Are any other types of advertisement offensive?

1. Using children in advertisements
2. Using nudity in advertisements
3. Promoting cigarettes on TV
4. Comparing your products to your competitors' products
5. An image flashed onto a screen very quickly so that the people are influenced without noticing it (subliminal advertising)
6. Exploiting people's fears and worries.

Which of the following statements do you agree with?

1. People remember advertisements not products.
2. Advertising raises prices.
3. Advertising has a bad influence on children.

## Announcing New Products to a Select Group of Customers

Announce new products to a select group of regular customers. It may be seen as a sales pitch.

<p style="text-align: center;">Ft. Dodge Appliances 563 Grand Ave. • Ft. Dodge, IA 50569</p> <p>October 30, 20XX</p> <p>Caroline M. Ness R.R. 3 Gowrie, IA 50337</p> <p>Dear Ms. Ness:</p> <p>Ft. Dodge Appliances is pleased to announce our new line of Wonder Work Appliances. We are now the authorized Wonder Work dealer for Ft. Dodge.</p> <p>Wonder Work Appliances, established for three decades in the East, is now expanding to the Midwest, and we are excited to be part of its expanding network. It specializes in small appliances that are known throughout the industry for their quality and durability. So that you may have a chance to see the appliances at work, we have arranged to demonstrate them this Saturday, November 3, at our store from 9 a.m. to 5 p.m. Special discounts are available if you bring this letter.</p> <p>Thank you for your continued business. We look forward to seeing you this Saturday.</p> <p>Sincerely,</p> <p><i>Signature</i></p> <p>Barney Carlson BAC:eeo</p>	<p><i>Announcement</i></p> <p><i>Elaboration</i></p> <p><i>Added Service</i></p> <p><i>Benefits</i></p> <p><i>Thank You</i></p>
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# 11

## LEADERSHIP



### Warm -Up

- A. Discuss these questions.
1. Which modern or historical leaders do you most admire? Which do you admire the least? Why?
  2. What makes a great leader? Write down a list of characteristics. Compare your list with other groups.
  3. Are there differences between men and women as leaders? Why have most great leaders been men?
  4. Are people who were leaders at school more likely to be the leaders later in life?
  5. What makes a bad leader? Draw up a profile of factors.
  6. What is the difference between a manager and a leader?

B. In groups, think of someone in a powerful position. List three positive qualities and three negative qualities about this person. Then compare your ideas.

#### Adjectives of Character

Which of the adjectives below would you use to describe an ideal leader? Give reasons for your choice. What adjectives would you add?

Decisive	informal	accessible	motivating
Charismatic	passionate	thoughtful	impulsive
Cautious	adventurous	flexible	opportunistic
Aggressive	energetic	persuasive	open
Magnetic	ruthless		

Read some commentators think about leadership. Do you agree with their ideas?

*Leadership is not magnetic personality – that can just as well be a glib tongue. It is not 'making friends and influencing people' – that is flattery. Leadership is lifting a person's vision to higher things, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.*

*A leader is best when people barely know he exists, not so good when people obey and acclaim him, worse when they despise him, but of a good leader who talks little when his work is done, his aim fulfilled, they will say, 'we did it ourselves'.*

*Good leaders make people feel that they're at the heart of things, not at the periphery. Everyone feels he or she makes a difference to the success of the organization. When that happens, people feel centered and that gives their work meaning.*

*If there is a trait that does characterize leaders it is opportunism. Leaders are people who seize opportunity and take risks. Leadership then seems to be a matter of personality and character.*

STAFF ATTITUDES (%)	Yes	No	Don't know
1. Do you feel you participate fully in decision-making?	12	70	18
2. Do you feel valued by the company?	48	46	6
3. Do you understand the company's objectives and overall strategy?	16	20	64
4. Do you have enough contact with senior management?	18	50	32
5. Do you have enough opportunities to express Your ideas and make suggestions?	42	26	30
6. Are you paid adequately?	48	45	7
7. Do you think you will be working for this company in five years' time?	25	14	61
8. Do you have enough opportunities to meet each other socially?	55	42	3

#### Task

1. Work in group. Discuss the results of the survey. What are the most important findings?
2. Think of six practical ideas for motivating staff, improving morale and increasing loyalty. Note them down.



This letter recommends a former employee who has requested the reference.

Business English

The Most Expensive  
Luxury Products  
of  
2009

1. Give examples of high – quality products or services. Explain your choices.
2. Which of the words and phrases below best express your idea of quality?

3. Look at these sayings. What do they mean? Which of the ideas do you agree with?

- a. 'They don't make them like they used to.'
- b. 'Quality not quantity'
- c. 'You get what you pay for.'
- d. 'Don't judge a book by its cover.'

Use the words in the box to complete the flow chart.

Identified	modified	failed	relaunched
Durability	recalled	reliability	tested
			launched

### A DEFECTIVE PRODUCT

We launched the product two years ago.

We have a policy of zero defects so we were surprised when, shortly after the launch, we received complaints about the \_\_\_\_\_ and \_\_\_\_\_ of this product.

Because of market feedback, we \_\_\_\_\_ the product so that any faults could be investigated. At the same time, we withdrew it from sale.

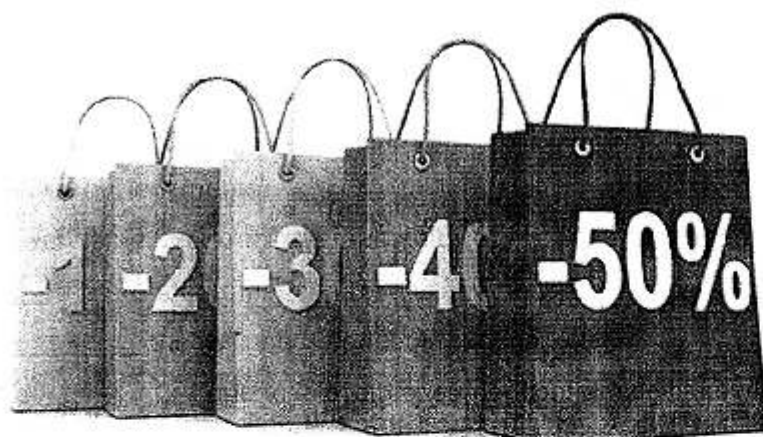
After extensive tests, our engineers \_\_\_\_\_ a fault.

As a result, they were able to correct the fault and we \_\_\_\_\_ the product.

We \_\_\_\_\_ the product under controlled conditions.

Finally, we \_\_\_\_\_ the resigned product in the market.

Unfortunately, it \_\_\_\_\_ due to lack of consumer confidence caused by bad publicity.



### Confirming Sales Order

The following two letters confirm sales taken over the telephone. They offer another opportunity to mention the qualities of the product and make contact with the customer.

Mom's Magic  
1121 Elm Avenue  
Joplin, MO 64804

June 18, 20XX

Ellen Rhymer  
Make Believe Catalog Company  
P.O. Box 5217  
Amity, OR 97101

Dear Ms. Rhymer:

Thank you for your order of 200 Treasure Trunks from Mom's Magic. I believe you will be very satisfied with the quality of costume pieces included in each. It is this quality which makes my imaginative play apparel so unique.

As we discussed, I will be shipping 125 storybook trunks and 75 professional trunks to be received no later than August 1. I will be contacting you the week of October 1 to determine if additional trunks are needed. If you need to place an order before then, please call me at 913-555-6215. Thank you again.

Sincerely,

Signature  
Jennifer Lewis

*Thank You  
Benefit*

*Confirmation*

*Contact Information*

# 13

## EMPLOYMENT

### Warming Up

- A. In your opinion, which factors below are important for getting a job? Choose the five most important. Is there anything missing from the list?

Appearance	hobbies	experience	sex
Intelligence	marital status	personality	qualifications
References	age	astrological sign	handwriting
Blood group	sickness record	family background	contacts and

- B. Think about jobs you've had and interviews you've attended. Ask each other about your best or worst.

- a. job      b. boss      c. colleague
- a. interview experience      b. interview question      c. interview answer

- C. Discuss these statements.

- At work appearance is more important than performance.
- You should keep your private life totally separate from your work.
- People don't change much during their working lives.
- It is best to work for as few companies as possible.
- Everybody should retire at 50.

### Congratulations

This is a goodwill letter on the part of the company or the salesperson to a client. It congratulates an internal client on an accomplishment.

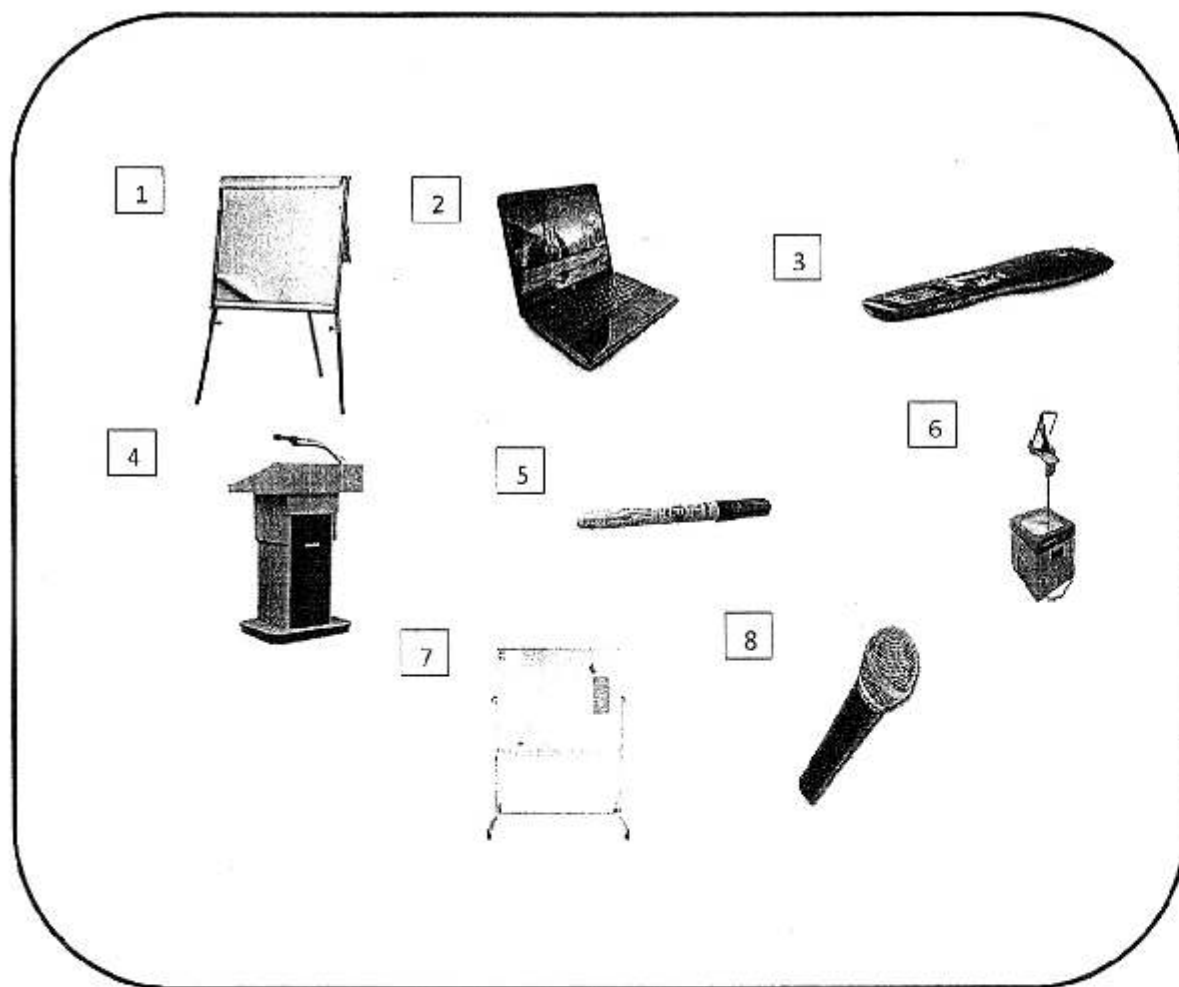
<p>Capital Life Insurance Co. 369 Wilmington Blvd. • Camden, NJ 07102</p> <p>May 7, 20XX</p> <p>Seth Tinkerton Jr. District Manager 839 Littleton Ct. Morningside, NJ 07112</p> <p>Dear Mr. Tinkerton:</p> <p>Congratulations on being the top district manager for March and April. You can be proud of your hard work, and we're glad you work with us.</p> <p>Capital Life honors its high achievers with our Call to Excellence Award. Your achievement in sales will be recognized at the June Convention in Philadelphia. We would like you and your agents to be our guests at a special banquet on June 5, 20XX, at 7:30 p.m. in the Cameo Room of the Hotel International, during which you will receive the award.</p> <p>Once again, congratulations! It is because of managers like you that Capital Life has achieved the success it enjoys.</p> <p>Sincerely yours,</p> <p><i>Signature</i> John R. Liu Vice President</p> <p>JRL:cco</p>	
	<p><i>Acknowledgment of Accomplishment</i></p> <p><i>General Statement About Achievement</i></p> <p><i>Specific Details</i></p> <p><i>Restatement</i></p>

# 14

## PRESENTATIONS

### Warming Up

A speaker is going to address delegates at an international conference. All the special equipment and audio-visual aids have been prepared. Identify and tell the functions of each item in the list.



Most presentations are divided into 3 main parts (+ questions):

1. INTRODUCTION
2. BODY
3. CONCLUSION
4. Questions

As a general rule in communication, repetition is valuable. In presentations, there is a golden rule about repetition:

1. Say what you are going to say,
2. say it,
3. then say what you have just said.

In other words, use the three parts of your presentation to reinforce your message. In the introduction, you tell your audience what your message is going to be. In the body, you tell your audience your real message. In the conclusion, you summarize what your message was.

### A. Introduction

The introduction is a very important - perhaps the most important - part of your presentation. This is the first impression that your audience has of you. You should concentrate on getting your introduction right. You should use the introduction to:

1. welcome your audience
2. introduce your subject
3. outline the structure of your presentation
4. give instructions about questions

### Function Possible language

1. Welcoming your audience
  - ❖ Good morning, ladies and gentlemen
  - ❖ Good morning, gentlemen
  - ❖ Good afternoon, ladies and gentleman
  - ❖ Good afternoon, everybody



## 2. Introducing your subject

- ❖ I am going to talk today about...
- ❖ The purpose of my presentation is to introduce our new range of...

## 3. Outlining your structure

- ❖ To start with I'll describe the progress made this year. Then I'll mention some of the problems we've encountered and how we overcame them. After that I'll consider the possibilities for further growth next year. Finally, I'll summarize my presentation (before concluding with some recommendations).

## 4. Giving instructions about questions

- ❖ Do feel free to interrupt me if you have any questions.
- ❖ I'll try to answer all of your questions after the presentation.
- ❖ I plan to keep some time for questions after the presentation.

## B. Body

The body is the 'real' presentation. If the introduction was well prepared and delivered, you will now be 'in control'. You will be relaxed and confident. The body should be well structured, divided up logically, with plenty of carefully spaced visuals. Remember these key points while delivering the body of your presentation:

- do not hurry
- be enthusiastic
- give time on visuals
- maintain eye contact
- modulate your voice
- look friendly
- keep to your structure
- use your notes
- signpost throughout
- remain polite when dealing with difficult questions

## C. Conclusion

Use the conclusion to:

1. Sum up
2. Give recommendations if appropriate
3. Thank your audience
4. Invite questions

The following sentences show examples of language for each of these functions. You may need to modify the language as appropriate.

### Function Possible language

#### 1. Summing up

- To conclude,...
- In conclusion,...
- Now, to sum up...
- So let me summarize/recap what I've said.
- Finally, may I remind you of some of the main points we've considered.

#### 2. Giving recommendations

- In conclusion, my recommendations are...
- I therefore suggest/propose/recommend the following strategy.

#### 3. Thanking your audience

- Many thanks for your attention.
- May I thank you all for being such an attentive audience.

#### 4. Inviting questions

- I would be happy to answer any questions.
- If you have any questions, I would be pleased to answer them.
- I would welcome any comments/suggestions.
- Now I'll try to answer any questions you may have.
- Can I answer any questions?
- Do you have any questions?
- Are there any final questions?

## Sources

### D. Questions

Questions are a good opportunity for you to interact with your audience. It may be helpful for you to try to predict what questions will be asked so that you can prepare your response in advance. You may wish to accept questions at any time during your presentation, or to keep a time for questions after your presentation.

### Confirmation to Speaker

This letter confirms speaking arrangements that have been discussed earlier.

<p style="text-align: center;">Clerks Unlimited P.O. Box 245 • Eugene, OR 97405</p> <p>May 9, 20XX Thomas A. Smith P.O. Box 1234 Valparaiso, IN 46383</p> <p>Dear Mr. Smith:</p> <p>Thank you for agreeing to speak at our Professional Proofreaders' April meeting. As we discussed Tuesday morning, the group meets the third Thursday of each month at 6:30 p.m. at the Westport Grill. I hope you will be able to join the group for dinner before you speak at 7:30 p.m.</p> <p>We are looking forward to you sharing some of the tips and techniques you use as well as answering some grammar questions for us.</p> <p>There will be an overhead projector and screen as you requested. Please plan on speaking about 30 minutes, and then allow 15 to 20 minutes more to answer questions from the group.</p> <p>Mr. Smith, if you have any questions or need more information, please contact me at 555-3498.</p> <p>Sincerely,</p> <p>Signature</p> <p>Ida Johns Program Coordinator</p>	<p><i>Details (specific)</i></p> <p><i>Information (general)</i></p> <p><i>Details (specific)</i></p> <p><i>Contact Information</i></p>
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